

## **2023 EQUITY, DIVERSITY, AND INCLUSION ACTION PROGRESS REPORT**

*Departmental EDI Goals, Equity + Women of Color Assessment Actions, and Belonging + Inclusion Survey*

This report is intended to provide a status update and observations based on four sets of data managed by the Office of Equity, Diversity, and Inclusion (OEDI).

- 2022 Equity Assessment Recommendations
- 2022 Women of Color Assessment Recommendations
- 2023 Departmental Equity, Diversity, and Inclusion (EDI) Goals
- 2023 Annual Belonging + Inclusion Survey

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### **I. BACKGROUND**

The mission of the Port’s Office of Equity, Diversity, and Inclusion (OEDI) is to fully transform the Port of Seattle into an organization that embeds equity and justice into all operations and to create an organization where all people have opportunities for success. To do this, we must acknowledge and address power structures, including systemic advantage and disadvantage, that hold inequities in place. We must foster a culture of belonging through relationships, build a shared vision for liberation, cultivate champions for equity at all levels of our organization, and improve outcomes for our communities. Ultimately, we aim for a future where race is no longer a predictor of outcomes; where everyone feels they belong and have opportunities to thrive.

#### **Equity Assessment**

Towards that end, on October 13, 2020, the Port of Seattle Commission adopted Motion 2020-19, known as the Racial Bias & Equity Motion, “[t]o direct the Executive Director to examine Port operations and policies for sources of racial bias and discrimination and to develop programs and policies eliminating inequity in all aspects of the organization.” In 2021, the Office of Equity, Diversity, and Inclusion and the Change Team conducted an organization-wide equity, diversity, and inclusion (EDI) assessment, in accordance with this motion. The goals for this assessment were to: identify strengths, weaknesses, and barriers for the Port to advance equity; establish a baseline by which we can measure progress over time; and, create strategies and tactics to address identified inequities in order to build a more equitable, anti-racist organization. The assessment identified fifteen key inequities grouped into six focus areas – workplace culture, operations and process, employment, capacity building, WMBEs and small businesses, and community engagement. Each of these focus areas represent an opportunity to address

concerns and make progress in key areas of Port-wide equity. Finally, the assessment created a set of 53 clear, tangible next steps that have been implemented beginning in 2022.

### **Women of Color Assessment**

In March 2021, Blacks in Government and Women’s Initiative Network collaborated to host a panel event about intersectionality and the experiences of women of color at the Port, which over 100 Port employees attended. The panel was comprised of women of color who shared their experiences about the barriers to success and advancement that they have faced during their careers. Several weeks after the event, the panel met with Executive Director Steve Metruck and he commissioned an assessment to identify the top barriers to women of color’s success at the Port and to generate specific recommendations and solutions for addressing those barriers. The Port contracted with Workplace Change to conduct the assessment, which provided 11 recommendations, three of which overlap with the Equity Assessment recommendations. The Women of Color Assessment recommendations were published in Q1 of 2022, shortly after the Equity Assessment recommendations were published.

### **Departmental EDI Goals**

One of the Equity Assessment recommendations (#31) is for each department to establish and track department-level equity, diversity, and inclusion goals to ensure every group actively contributes toward our Port-wide Century Agenda equity goal. 2023 was the first year implementing department-level goals that were established with the help of departmental Change Team members.

### **Belonging + Inclusion Survey**

In efforts to determine the outcomes based on the actions that are being implemented Port-wide, OEDI initiated an annual Belonging and Inclusion Survey, in partnership with Business Intelligence, to measure perceptions of inclusion and belonging. The goal of the survey is to determine whether our efforts and investments are moving the Port towards the intended vision of equity, anti-racism, inclusion, and belonging by comparing point-in-time perceptions year-over-year. If we are moving in the right direction, we would expect to see disparities reduce over time, across the various demographic categories such as race, gender, representation status, etc.

### **Measuring Actions + Outcomes**

In 2022, the Tracking & Reporting Committee of the Change Team developed a data collection tool to track the progress towards each action from these assessments, in addition to department-level goals. Business Intelligence built a progress tracking dashboard to monitor progress and provide visibility into the steps being made to create a more equitable and inclusive workplace. This dashboard allows for all employees to quickly see the aggregate progress percentage towards the goal, which departments are ahead/behind pace, and which actions have been completed. In addition, we included a dashboard to share results of the Belonging and Inclusion Survey to illustrate changes from year to year. In late summer 2022, we made this dashboard publicly available on the Port’s website, in the spirit of demonstrating transparency in our efforts and accountability to our commitments.<sup>1</sup>

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<sup>1</sup> “Equity, Diversity, Inclusion, and Belonging Dashboards.” Port of Seattle. Accessed March 2, 2024. <https://www.portseattle.org/news/port-seattle-releases-equity-dashboards>.

# Measuring Transformation

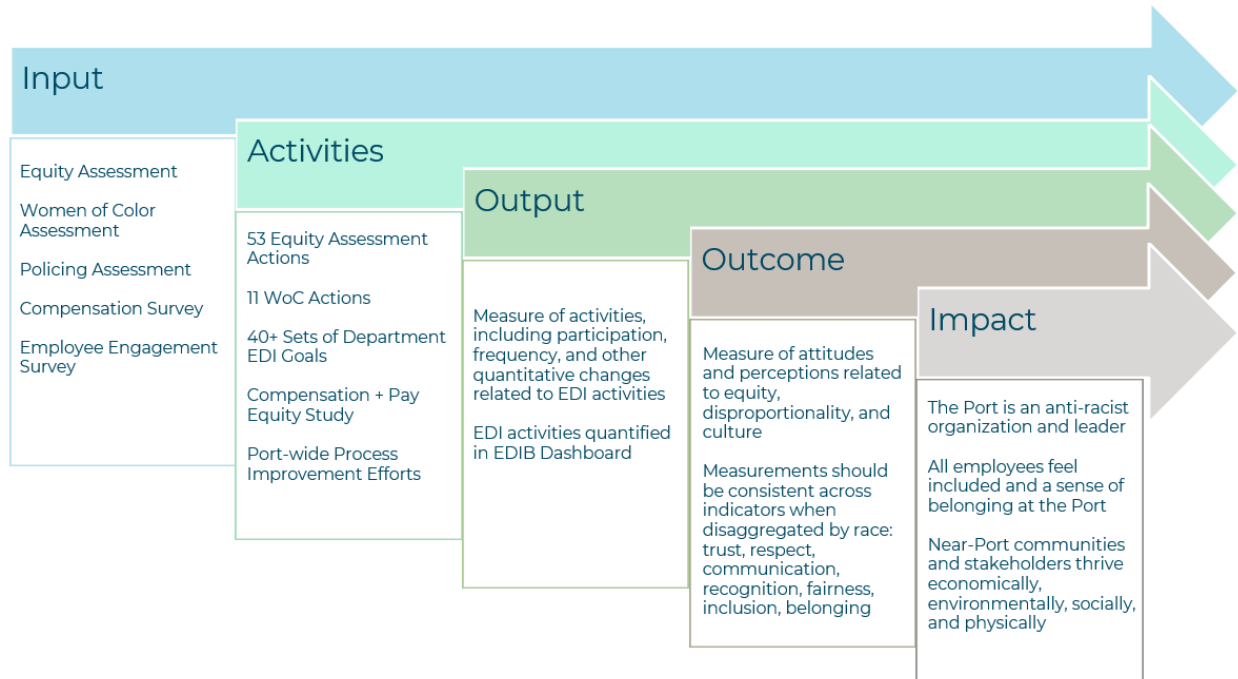


Figure 1. Logic model demonstrating how the Port is taking action on its commitments and also measuring its efforts, investments, and impact

## II. 2023 ACTION PROGRESS + STATUS

### a. 2023 EQUITY + WOMEN OF COLOR ASSESSMENT ACTIONS

The 2021 Equity Assessment (EA) identified a set of focus areas and key issues that were addressed through the 53 recommendations<sup>2</sup>. Many of the recommendations that resulted from the subsequent Women of Color Assessment (WoC) aligned with these focus areas and key issues.

<sup>2</sup> "Equity, Diversity, and Inclusion Organizational Assessment 2021, Executive Summary." Port of Seattle. Accessed March 15, 2024. [https://www.portseattle.org/sites/default/files/2022-03/EDI%20Assessment%20Report%202021\\_Executive%20Summary\\_Final.pdf](https://www.portseattle.org/sites/default/files/2022-03/EDI%20Assessment%20Report%202021_Executive%20Summary_Final.pdf)

Table 3. Equity Assessment Focus Areas and Key Issues	
Focus Areas	Key Issues
Workplace Culture	1. Inconsistencies in Port-wide vision for and commitment to equity
	2. Lack of open dialogue about equity and racism
	3. Lack of BIPOC representation and voice in decision making
	4. Lack of safety and a fear of retaliation when reporting racism and discrimination
Operations and Processes	5. Unclear discrimination reporting process
	6. Gaps in critical role of supervisors <sup>5</sup>
	7. Inconsistent integration of equity in key Port-wide processes
Employment	8. Inequities in recruitment, hiring, and qualifications
	9. Inequities in compensation
	10. Barriers to advancement for internal candidates
Equity Capacity Building	11. Barriers to participation – resources and resistance
Engaging WMBEs and Small Businesses	12. Barriers for WMBEs and small businesses
	13. Barriers in procurement processes
Engaging Impacted Communities	14. Lack of empowered and meaningful ways for external stakeholders to engage with the Port
	15. Challenging processes for community-based organizations to contract with the Port

Figure 2. 2022 Equity Assessment Focus Areas and Key Issues

During 2023, which was the second year of implementation of the Equity Assessment (EA) and Women of Color Assessment (WoC), there were improvements and gains in a few different areas. Overall, we have completed 67% of all 64 EA and WoC actions. Our goal is to address and complete the majority of the remaining recommended actions in 2024, knowing we are scheduled for our next assessment in 2025, per the Equity Policy Directive.

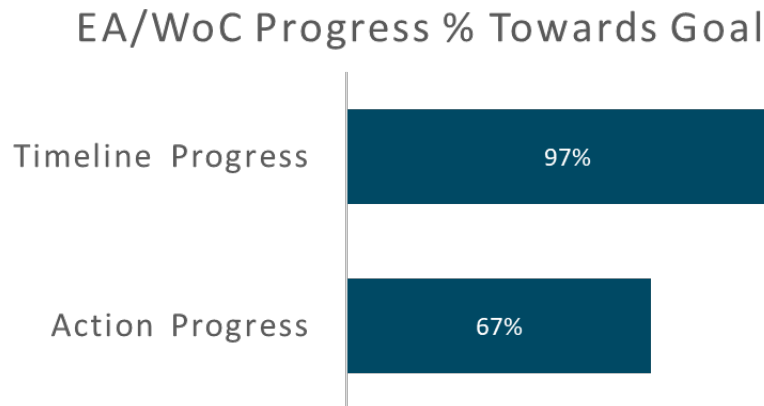


Figure 3. Progress on total EA/WoC Assessment Actions, as of 12/31/23

Related to the key issues identified in the EA, our overarching progress on addressing EA and WoC recommendations is as follows:

## Key Issues - Progress %

Select to filter & navigate to Detail view

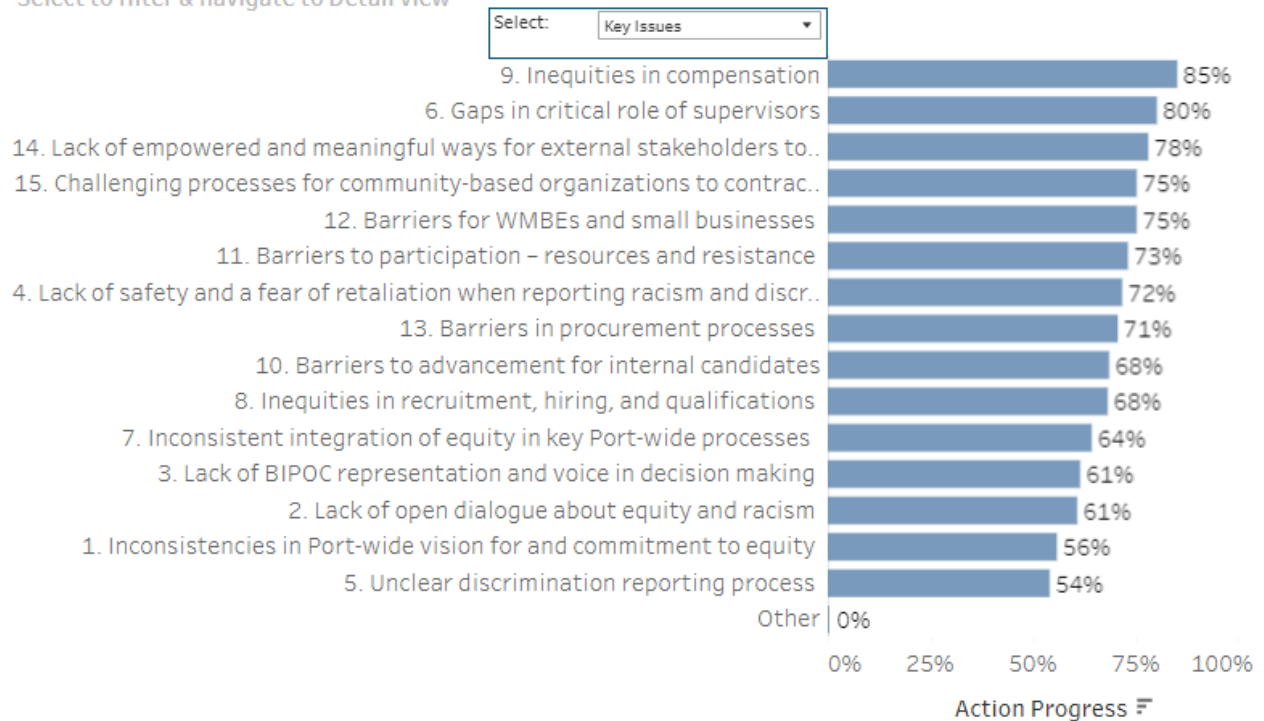


Figure 4. EA Progress by Key Issues, 12/31/23

Most assessment action items that are outstanding are a result of the following: 1) our ambitious timeline for completion, 2) transactional actions addressed earlier in implementation, leaving some of the more complex and systemically more challenging actions to tackle, and 3) general change saturation across Port-wide efforts and initiatives.

We published the assessment actions in Q1 of 2022 and after discussion with the various leaders who had responsibility for delivering on these actions, agreed to a timeline of December 2023 for completing the majority of EA and WoC actions. However, due to the complexity of a number of these items, or capacity needed, we recognize that was an ambitious target. For example, some of the items, such as EA #22, involve coordination and consultation among multiple, overlapping systems and teams. EA #22 aims for the Port to develop a process for consultants and contractors to report issues of discrimination by developing contractual provisions for our policies on discrimination.

The recommendation identifies a desired outcome, but there is research and discussion needed to understand all the parties involved in or impacted by this recommendation, before we could determine the best way to proceed. Efforts to develop consistent and comprehensive “code of conduct” language is currently in-progress with the participation of key partners, including Central Procurement Office, Legal, Diversity in Contracting, and OEDI. Other similar recommendations are being addressed through cross-functional discussions or need dedicated resources.

Many recommendations that were accomplished early in the implementation period included actions that were more “transactional” in nature. The remaining 33% of EA and WoC recommendations entail complex systems and coordinated conversations to integrate equity and adjust processes and approaches. Some examples include EA #32, which asks us to integrate equity considerations

throughout recruitment processes and WoC #2, which calls for the Port to examine organizational culture at the department or team level, to understand where inconsistencies around inclusion and belonging are greatest. These two examples involve a number of different parties to help consider relevant policies, regulations and laws, and also implications, both positive and negative. Sustainable equity efforts need to be done in close partnership with the various parties involved and impacted, and we know it will require time to come to consensus around the most appropriate approach to each of these recommendations, which is reflected in our delayed progress on some of these actions.

Knowing that change initiatives at the Port are not limited to EDI-related efforts, we believe the change saturation has been significant, impacting our collective ability to address multiple change efforts simultaneously. For instance, the Compensation Equity Project led by Human Resources (HR) has been a significant and important undertaking, which has impacted HR's ability to dedicate the resources necessary to work on some of the EA and WoC actions that fall under their purview. Additionally, departments are often working on their own process improvement efforts and initiatives that may have a cumulative impact on employees, who are our change agents. That said, the organization is still committed to seeing progress in these areas, as we know the issues and concerns are still relevant and important to our internal and external audiences, affecting our shift to a more inclusive and equitable Port.

In addition to the Equity Assessment, there were 11 recommendations identified by Workplace Change's Women of Color Assessment report in 2022. A number of the WoC recommendations reinforced themes (focus areas and key issues) identified in the Equity Assessment. Of the 11, we are moving forward with the following 10 actions:

Rec #	Recommendation	KPI	Progress
WOC 1	Increase access of represented and shift workers (trainings, ELT meetings, focus groups, etc). includes non-electronic communication.	Overlaps with EA #3 - Track EDI training and development opportunities provided during off-shift hours	75%
WOC 2	EDI assessment has division-level data regarding culture. Begin to look at department and team level data on culture of belonging and antiracism to explore where inconsistencies are greatest.	Define a "hotspot"; assess where "hotspots" are; develop in-depth culture assessments; implement culture assessment in identified "hotspots"; incorporate how to determine hotspots in partnership with WR/ER process improvement effort	0% <i>not started yet</i>
WOC 3	There is low trust for going to HR/Legal about workplace concerns. Make improvements and increase transparency through report outs, and track level of understanding among employees over a two-year period. Publish annual reports of investigations. Explore alternatives to continuously improve.	Overlaps with EA #18-20 - Include in process improvement and track understanding of process	100%
WOC 4	Establish DEI evaluation criteria and interview questions for ALL manager recruitments.	Overlaps with EA #28 and #32 28b. 100% of all supervisor evaluations include EDI competency	100% <i>upon conclusion of pay equity study</i>
		32d. Include at least one question about EDI into all interviews. The question should require the applicant to demonstrate their understanding of EDI and its applicability to the job.	100%
WOC 5	<del>Set a goal of increasing percentage of Women of Color in the top tiers of the organization.</del>	<del>1. Define criteria 2. Determine percentage of finalists</del>	Unable to legally pursue
WOC 6	Ensure the pay equity process is transparent and the algorithm for determining pay equity is made public.	Overlaps with EA #35 and #36 - Aligns with compensation / pay equity study	85%
WOC 7	Institute facilitated communication between leaders and managers to increase accountability and reporting about hiring, promotions, and compensation trends.	Overlaps with EA #35 and #36 - Develop a process to incorporate report-out trends regarding hiring, promotions, and compensation	90%
WOC 8		Position showcase through D+D council	100%
		Publish job vacancy dashboard	25%

	Establish and broadcast pathways for promotion(s) to all Port staff, and especially to women of color. Create a new, transparent process for internal promotions and actively work to disrupt favoritism.	All positions are visible and available to all	100%
<b>WOC 9</b>	Launch a high-quality training and/or leadership program, establish diversity metrics for each cohort (WOC targets), and prioritize hiring participants into vacancies first.	Promote and share LINK leadership to Women of Color	100%
		Track and share LINK program demographics per cohort	50%
<b>WOC 10</b>	Require an honest feedback loop for internal candidates who were not selected for positions for which they were interviewed.	Develop or modify feedback loops to enhance transparency	100%
		Develop and implement training for hiring managers around providing effective feedback for candidates not selected	100%
<b>WOC 11</b>	Implement exit surveys as part of the Port's offboarding process for departing employees (separated or retired).	Develop exit survey	100%
		Implement exit survey by incorporating into Offboarding Checklist	100%
		Develop a dashboard showing result trends (data available in July 2023; dashboard available tentatively in Q4)	50%

Figure 5. Women of Color Assessment Recommendations - action status as of 12/31/23



## Women of Color Listening Sessions

In June of 2023, OEDI Senior Director Bookda Gheisar and Chief Strategy Officer Marin Burnett facilitated a series of three listening sessions to hear from women of color across the port. This series of listening sessions was intended to serve as a touchpoint to understand how efforts towards actions from the WoC have impacted individuals and the organization. A total of 143 people participated in those sessions. (See **Appendix A** for details on input from sessions.) The three prompting questions from each listening session were:

1. *What do you hope to see as a result of the Equity Policy Directive that was passed in 2023?*
2. *For annual department-specific equity goals, how do we support an environment for departments to create more robust goals?*
3. *What opportunities would you like to see for leadership development that is specifically designed for women of color? What might those opportunities look like?*

Overall, the session themes focused on addressing inequities, improving hiring practices, and creating leadership development opportunities specifically designed for WoC. Participants emphasized the importance of support, recognition, and creating a culture of belonging and growth within the organization. Participants expressed the need for exclusive spaces for WoC discussions while acknowledging the progress made in implementing equity policies.

Participants focused on inconsistent hiring practices, bias, and the influence of hiring managers favoring white candidates, and they expressed the need for the organization to prioritize equity by establishing a culture of equitable hiring throughout the organization. Leadership development opportunities, including mentorship programs, were suggested to support and empower WoC. Concerns were raised about inconsistent treatment by managers and limited opportunities for professional growth, highlighting the need for revamped leadership programs and training on cultural competency. Proposed actionable items included mentorship and coaching initiatives, diverse hiring panels, intensive training for hiring managers, and addressing the lack of growth opportunities for women in the organization. The importance of fostering a supportive environment, valuing all employees' contributions, and creating avenues for leadership development and advancement were highlighted.

The participants emphasized the need for a safe and inclusive environment, increased accountability, transparency, representation, equitable salary increases, and regular reviews of managers. Effective communication, involvement of diverse panels, and the role of Equity, Diversity, and Inclusion (EDI) advocates were emphasized. The importance of embedding equity in career development, addressing nepotism and unfair advantages, supporting aging women, and speeding up equity efforts were discussed.

The need for comprehensive equity goals, training sessions, tools, and resources; bridging gaps in opportunities and support for all employees, actionable feedback, and an anonymous feedback option were also highlighted. Overall, the participants underscored the importance of taking tangible actions to promote equity, inclusivity, and meaningful change within the organization's culture and career development processes.

Ultimately, the themes heard during the 2023 listening sessions were consistent with the themes gathered from the 2022 WoC. The results of the listening session were an important reminder that the types of systemic shifts sought by our Port employees, particularly women of color, will require time to implement, and to create racial equity in our organization, we must allow time and space for changes to take root and infuse the organization's culture.

## EA/WoC Assessment Conclusions

Based on the quantitative analysis of the Port’s efforts and progress on both the Equity and Women of Color Assessments since we began implementing in 2022, the Port is proceeding in a way that balances the need to create change in the present, while setting us up for long-term, sustainable success.

**b. 2023 DEPARTMENTAL EDI GOALS**

**Submission Compliance**

2023 was the first year the Port implemented department-level EDI goals. The purpose of this is to ensure departments and teams can identify relevant ways to operationalize equity in their day-to-day work. In addition, it helps hold the organization accountable to our values at the team level, ensuring that EDI expectations and accountability span from the organization, to departments, to individuals. Overall, for our first year of implementing and tracking departmental EDI goals, we averaged 81% compliance with reporting over each quarter.

EDI quarterly submission audit

Submit count	Base count	Submit %
1,227	1,513	81.1%



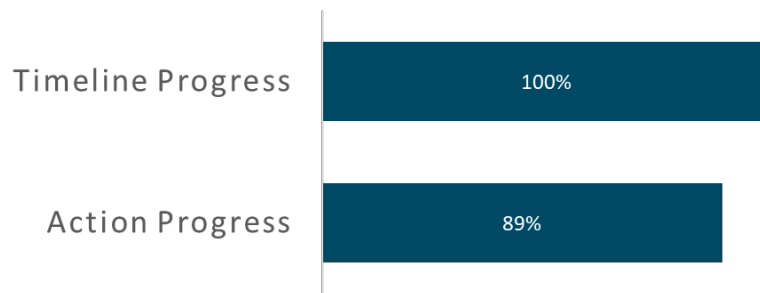
Figure 6. Average 2023 goal submission rate

We also drafted a Port-wide 2023 EDI Division Goal as a way to measure progress on our organizational goal of normalizing and proactively supporting engagement in EDI development. The division goal was to: *Increase employee engagement with EDI by incorporating equity moments in team meetings, increasing employee participation in equity events and training, and allowing time towards equity work.* This would be measured by tracking the following two KPIs:

1. 100% of all staff participate in equity training and development (6 hours for supervisors, 5 hours for individual contributors), with a minimum 75% of all staff meeting hourly training targets - information to be tracked via LMS
2. Include Change Team CORE members in the business planning process for 2024.

We asked all departments to track this division-level goal for a few reasons: 1) to build in a quarterly check-in and reminder to encourage completion of individual EDI training requirements; 2) to use the quarterly check-in as an accountability prompt for supervisors to view the status of their department’s compliance with port-wide annual EDI training requirements; and 3) to underscore the need to include trained Change Team members in bringing their advocacy role to bear in decision-making processes around goals and budgets.

## Portwide Progress % Towards Goal



*Figure 7. Progress on total 2023 departmental EDI goals, as of 12/31/23*

One of the reasons departments were unable to meet 100% of their departmental and division-level goals was due to technical challenges with tracking training data through our Learning Management System (LMS). The system itself is limited in terms of the types of reports it can generate. It is also limited in terms of who has access the data. That said, the lack of access and transparency in the system itself made it difficult for departments, particularly larger ones, to be able to accurately track and report on their quarterly progress towards all department staff completing EDI training requirements. As a result of this known issue with our LMS tool, we waived the requirement to report on division goal 2, KPI #1, which impacted the rate of overall departments meeting 100% of their EDI reporting target.

### Outcomes

In terms of departmental progress on commitments, the majority of departments fully met their EDI targets in 2023. Themes among departmental goals across the Port included: increasing WMBE utilization, dedicating and allocating time necessary to support employee EDI training and development, committing to normalizing equity in conversations among staff and partners, expanding outreach, engagement, and mentorship about careers in niche fields, and following HR guidance to increase panel diversity in recruitment processes. There were many departments who recognized the need to stretch themselves in their EDI goals by embedding equity principles into operational processes. By incorporating this intentional measure around equity in our operations, teams were able to develop equity goals that are directly relevant to their operational work that helps push the Port to shift *how* we go about our work.

A couple examples of equity in action and impacting Port operations and culture include Risk Management, Labor Relations, Legal, Maritime Operations, and Aviation Security.

Department	Goal	KPI	2023 Successes
<b>Risk Management</b>	Insurance/Risk Resource and Clarification to include community education on insurance requirements and claims process as well as insurance training for Primes and Subs	Establish a process for a tier-level matrix for insurance based on risk applicable to subconsultants. Stakeholders are Diversity in Contracting, CPO, AV PMG, and WPMG	A process was developed to integrate an evaluation means to provide a tiered level of insurance for subs who are working under a prime who has the overall main insurance requirement. The level of insurance for the sub would depend on overall scope of their work, duration, and type of work. A template was created for Risk when reviewing new contracts to be bid. CPO was involved in reviewing the

			template, specifically for service agreements and new construction.
<b>Labor Relations</b>	Commit to having equity conversations in Business Partnership Meetings	Equity will be on the agenda at least once per bargaining unit	OEDI was invited to meet with Union representatives, shop stewards, and LR managers in 15 out of 15 (closed contract) business partnership meetings.
<b>Legal</b>	Take steps to increase the opportunity for legal services to be provided by WMBE law firms and/or lawyers of diverse backgrounds	Work to identify WMBE law firms with expertise in practice areas needed by the Port	2022 project baseline was .01% of outside firms utilized by the legal department were identified as WMBEs via Diversity in Contracting. As of March 2023, 3% of outside firms qualify as WMBE – a 29,900% increase.
<b>Maritime Boating, Operations, Security</b>	Establish a policy of equity for external customers	Reflect POS equity language in external communications, contracts, Preferential Use Agreements, Tariffs, etc.	Equity language included in new tariff “code of conduct” for 2024, including Terminal Tarriff #5 and #6. Language speaks to how customers are expected to treat all Port of Seattle staff
<b>Aviation Security</b>	Develop SAS training approach that builds on strengths and knowledge of experienced employees, while providing skills and learning opportunities for other team members	Develop Enhanced Skill Training Program. Implement and complete as part of recurrent training by EOY 2023.	Training program completed in Q1; socialized among Frontline employees and requested feedback in Q2; launched training program in Q3; completed by Q4.
		Provide at least 1 stretch opportunity that requires collaboration with another department (6 total)	Successful and complete.

Figure 8. Highlights of successful 2023 departmental goal implementation equity integration

### c. 2023 BELONGING + INCLUSION SURVEY SUMMARY<sup>3</sup>

The purpose of the Belonging and Inclusion Survey (BIS) is to learn about Port employees’ perceptions concerning belonging and inclusion. The survey consists of scales that have been established to be reliable and valid, plus questions related to Port leadership, supervisors, and impact of OEDI. The survey was developed by Business Intelligence with input from OEDI. Data collection, analysis, and reporting were completed by Business Intelligence, and 2023 was the second year of data collection for BIS.

Data collection was conducted from September 6 – October 31, 2023. The survey was disseminated across the Port to be completed online using Qualtrics. For those with limited computer access, paper surveys were provided on request. Fifty-one paper surveys were completed and sent back to OEDI. Responses from the paper surveys were entered into Qualtrics. In addition to the paper surveys, 1,295 online surveys were completed (total: 1,346), resulting in a 48% response rate. The response rate in 2022 was 43%.

<sup>3</sup> “2023 Belonging and Inclusion Survey Report.” Port of Seattle. Accessed March 4, 2023. [https://www.portseattle.org/sites/default/files/2024-03/BISReportOctober2023\\_final.pdf](https://www.portseattle.org/sites/default/files/2024-03/BISReportOctober2023_final.pdf)

## Key Findings

### 1. There were several increases/improvements since 2022.

- Mean ratings for being asked to contribute to planning social activities were higher in 2023 than in 2022 (2.9 vs. 2.7). This is likely due to more social activities taking place after Covid restrictions ending.
- Mean ratings increased for being informed about informal social activities and company social events from 3.7 in 2022 to 3.9 in 2023. This may also be the result of there being more social activities after pandemic restrictions ending.
- Inclusion in information network mean scores increased from 4.2 in 2022 to 4.3 in 2023.
- Perceptions that the executive leadership team leads by example in living the EDI values increased from 4.0 in 2022 to 4.1 in 2023, representing a small but statistically significant improvement in means.
- There was an increase in means in the perceptions that the efforts of OEDI made the Port a more inclusive place to work. Scores increased from 4.0 in 2022 to 4.2 in 2023.

### 2. Represented employees feel less included in the organization compared to non-represented employees. This trend of represented employees responding less favorably to certain measures is not unique to the Belonging and Inclusion Survey. Similar trends exist in the Engagement Survey and the Equity Assessment.

### 3. Employees feel a greater sense of inclusion and belonging in their immediate work group as compared to the larger organization. For example, overall belonging is rated 4.8 on a scale of 1 - 6 with 71% of respondents moderately or strongly agreeing with the statement “I am treated as a valued member of my work group”. Seventy-three percent of respondents moderately or strongly agreed with the inclusion statement “I am typically involved and invited to actively participate in work-related activities of my work group”. However, respondents answered considerably less favorably regarding inclusion outside their immediate work group. For example, only 32% moderately or strongly agreed with the statement “I am often invited to participate in meetings with management higher than my immediate supervisor”, and 32% moderately or strongly agreed with the statement “I am often invited to contribute my opinion in meetings with management higher than my immediate supervisor”.

### 4. There were some differences by race and gender. The most consistent difference concerning race was that respondents who identified as Native Hawaiian/Pacific Islander responded less favorably on many of the survey questions. While these differences are statistically significant, caution should be used in interpreting these findings due to small sample size. A total of 23 respondents identified as Native Hawaiian/Pacific Islander, representing less than one third of the Native Hawaiians/Pacific Islanders employed at the Port. Additionally, African American employees reported a lower level of participation/involvement in comparison to white employees but higher support for the goals of OEDI. In terms of gender, the survey found that women are more supportive of the Port’s EDI goals and efforts in comparison to men and non-binary respondents.

### 5. Employees in Aviation rated their experiences with inclusion and belonging less favorably than employees in other divisions. In comparison to employees in other divisions, employees in Aviation rated their inclusion in decision-making, information networks, and overall involvement in the organization lower than employees in Corporate, Maritime, and Economic Development. It is possible that the large

percentage of represented employees in Aviation (63%) is a contributing factor to why Aviation employees rated their experiences less favorably than other divisions.

6. There was a large percentage of respondents who opted not to disclose their demographics or respondent characteristics. Between 11% to 17% of respondents answered “prefer not to answer” to demographics or respondent characteristics (division, years at the Port, etc.). This is in line with the Engagement Survey and not unique to the Belonging and Inclusion Survey. In the Engagement Survey, 20% of respondents checked “prefer not to answer” for gender and 31% checked “prefer not to answer” for race.

7. Only 48% of Port employees completed the survey. This is lower than the Equity Assessment (60%) and the Engagement Survey (55%) but higher than participation in the Belonging & Inclusion Survey in 2022 (43%). The more employees respond to the survey, the more representative the data is of the overall employee population.

### III. OBSERVATIONS + IMPLICATIONS

During 2023, we focused considerable capacity on the implementation of departmental EDI goals and the EA and WoC Assessment recommendations. Over the course of the year, we observed consistent tensions; pushing for change, while getting pushed back on it. This is a normal and expected response to racial equity work in any institution or organization; progress is simultaneously supported and opposed. In addition, there is a broader cultural and political context nationally, which reinforces preexisting gaps in interpersonal and institutional understanding of what is collectively needed to improve outcomes - not just for disproportionately marginalized communities, but for all communities.

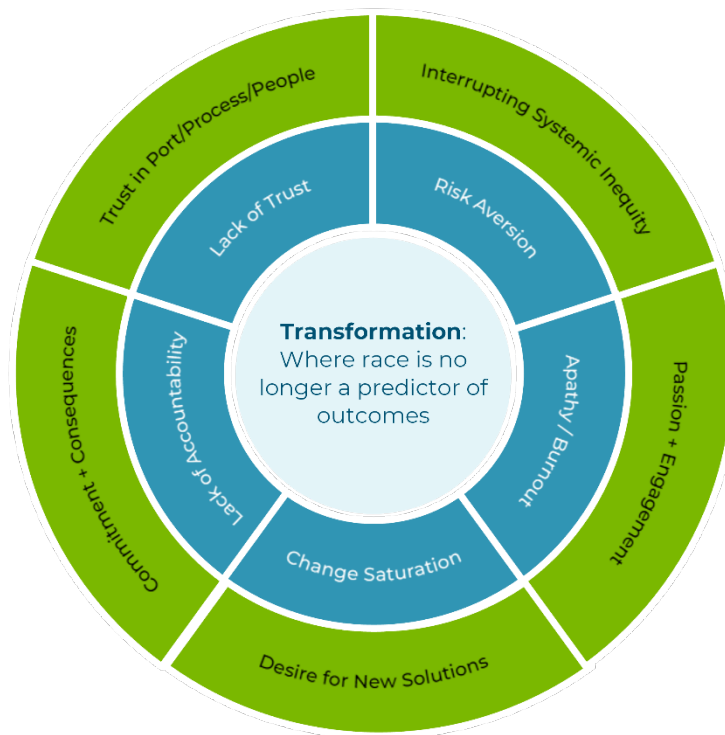


Figure 9. Image depicts the tensions that exist as the Port pursues its mission towards an anti-racist future

Given the organizational changes OEDI has been leading over the last few years, in addition to other Port-wide change efforts and priorities, we must reinforce the significance and impact of why this workforce and organizational investment is critical. The fact that we were unable to meet all our initially scheduled targets by end of 2023 is a factor of so much change at once, in addition to potentially unrealistic timelines set for these changes, in light of other organization-wide changes happening simultaneously. The below bullet points provide a narrative of *Figure 9* (above) and illustrate the tension, contradiction, and competing narratives influencing the Port's ability to advance equity, diversity, and inclusion.

- **Apathy** and general feelings of “equity fatigue” are seen in different ways through the organization, including engagement rates. For instance, only 48% of the organization participated in the 2023 Belonging & Inclusion Survey despite considerable efforts to make the survey accessible for all employees. This not only undermines the effectiveness of such a survey, but it also speaks to employees’ apathy for this work. However, apathy and equity fatigue are not the only sentiments that exist related to the Port’s efforts towards equity, inclusion, belonging, and anti-racism. There are **passionate and engaged** staff who recently joined the Change Team, as an example, who chose to participate due to their desire to be part of effective, and different solutions. When the Port’s Change Team launched in fall 2020, we had approximately 120 members. After our most recent recruitment process, we now have nearly 175 Port employees who have signed up to help carry out and advance the Port’s vision, mission, and values around equity and anti-racism.
- Many employees and departments working toward lasting, sustainable **systemic solutions**, such as creating more accessible, inclusive, fair hiring practices. At the same time, there are employees and departments who, especially considering recent national events (e.g. US Supreme Courts’ decision on affirmative action), have become **risk averse**, worrying that any sort of deviation from business-as-usual or policies that pushes the organization to progress will incur backlash and liability.
- The organization continues to make strides advance equity through innovative, **new solutions**, such as the Equity in Budgeting Playbook and the development of the [Equity Spending and Accountability Project](#). And, there is an ongoing narrative of **change saturation** – employees feeling overwhelmed by new projects, initiatives, and requirements. For instance, we experience continual negotiation and pushback from employees about annual required equity training, questioning not only if the requirement must be met but also the value of it.
- Leaders across the organization are demonstrating a **commitment to EDI** and are backing it up through their **actions**. For example, leaders of departments with represented workers, who do not go through the same annual evaluation process as non-represented workers, are creating expectations for performance and behavior that advance EDI. This type of behavior – demonstrating values through action – engenders **trust** in the organization. And, there are leaders and teammates in the organization who are engaging in problematic behavior and are often not held **accountable**. Every time this happens, it reinforces a narrative of **mistrust**, and for the employees on the receiving end of this problematic behavior, it means that trust must be rebuild from the ground up.

In summary, the Port is experiencing opposing, contradictory, but equally valid, narratives. The experiences of Port employees are both of progress and hope but also of frustration and mistrust. As an organization, we are taking significant steps towards becoming an equitable, anti-racist Port, but we are also experiencing stagnation and setback. Again, this duality is normal for an organization that is taking committed steps to advance equity, and it speaks to the challenges and difficulty of not only change but also equity. Finally, it is important to recognize the slow rate of change. We are in the process of improving our organizational practices, policies, and culture, but even when we make considerable changes, it doesn't

translate into immediate results. We must create space and time for this work to take root and to measure the impact. In and of itself, this can be frustrating, and it requires the Port to have a patience and curious approach to this work.

#### **IV. NEXT STEPS**

During 2024, we will focus on completing the outstanding recommendations from the Equity and Women of Color Assessments (preparing us for the next iteration of these assessments in 2025), assisting departments in completing their 2024 annual EDI goals, and improving our systems to more accurately and efficiently capture the impact of our work.

With the addition of staffing to support our tracking and reporting systems, 2024 will focus on systematic coaching and support with departments who have responsibilities in the Equity Assessment and Women of Color Assessment actions as well as ensuring that our tracking and reporting systems are streamlined and accurate.

There is a continued need to train and work with individual proxies who have multiple reporting responsibilities. While OEDI cannot solve the issue of various port-wide reporting systems, OEDI has been intentional about trying to align deadlines and reporting processes with Strategic Initiatives. Beginning in 2024, departmental EDI goals will also align with departmental deadlines for submitting 2025 budget requests, so we ensure all equity commitments are designated and resourced together.

Measuring community impact is an area we have not yet taken on as an institution. Developing and launching an external reporting system on our equity spending and incorporating equity impact in our economic impact studies are steps towards this, but a comprehensive way to receive input from the community about our work is still missing. It is important that a public agency such as the Port is not only transparent with its efforts and outcomes, but whose success is measured by those who are directly impacted by Port operations and investments. This would be a large undertaking to assess on any recurring cadence, but one that we would like to explore as we continue to prioritize and invest in cultivating a more diverse and inclusive workplace, more accessible and inclusive programming, planning, and design, as well as more diverse partnerships that help broaden our reach and impact in the region.



**V. APPENDICES**

**a. 2023 Women of Color Listening Sessions Input**

The following is a summary of direct input OEDI received from three different Women of Color listening sessions held in June 2023.

Subject	Experiences/Root Causes	Suggested Actionable Item	Desired Outcome
<p><b>Leadership development for WOC: There is a desire for increased representation of Black and Brown women in leadership, management, and executive roles, along with equitable salary increases</b></p> <p><b>People feel undervalued, underpaid, and underappreciated</b></p> <p><b>Development opportunities should lead to advancement</b></p>	<ul style="list-style-type: none"> <li>Supervisors biased against WOC</li> <li>Lack of leadership opportunities for WOC</li> <li>Women are not feeling valued and no opportunity for growth</li> <li>Folk struggling to navigate next steps in careers</li> <li>Lack of representation and advancement</li> </ul>	<ul style="list-style-type: none"> <li>Encourage participation in ERG and other leadership opportunities inside and outside of the port</li> <li>Implement a mentorship program specifically designed to address barriers women of color experience</li> <li>Utilize the Port’s internal internship and other programs that are available to strengthen leadership skills</li> <li>Core competencies should be aligned with advancement pathways</li> <li>Women of color need direct and clear feedback from their supervisors and hiring managers in job application processes</li> <li>Create a database of managers who are willing to mentor women of color</li> <li>Provide training to managers to teach them to mentor and coach better, which can include expectation setting and improving delivery of constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>More women of color in leadership positions</li> <li>More progression in WOC career pathways. Increased number of internal WOC applying for positions at the Port.</li> <li>Women of color more successful in process of applying for internal promotions</li> </ul>
<p><b>Support for challenges faced by older women of color in career development</b></p>	<ul style="list-style-type: none"> <li>Recognize and value all roles within the organization, including administrative positions. Empowering WOC and creating avenues for growth and advancement were seen as vital goals.</li> <li>Participants voiced concerns about inconsistent treatment by managers and the limited opportunities for professional growth.</li> <li>Identifying career interests for older women</li> <li>They felt undervalued and underappreciated, questioning the effectiveness of current development opportunities.</li> <li>Challenges related to equity and resistance from management were acknowledged, and participants called for clear communication,</li> </ul>	<ul style="list-style-type: none"> <li>Develop initiatives to ensure equal opportunities and fair treatment for aging women</li> <li>Create mentorship programs specifically tailored to support and empower aging women in their careers</li> <li>Establish support networks and opportunities</li> <li>Creating an ERG for WOC</li> <li>Establish clear reporting procedures</li> <li>Perhaps have complaints go directly to EDI instead of supervisors</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring career growth and development for all women</li> <li>Providing a safe and protected environment for WOC</li> </ul>

	<p>accountability, and involvement of diverse panels in hiring and promotion processes.</p> <ul style="list-style-type: none"> <li>• Reporting workplace issues more consistently and outcomes being reported back</li> <li>• Undervalued admin staff workers (WOC)</li> </ul>		
<b>Inconsistent hiring processes</b>	<ul style="list-style-type: none"> <li>• The topic of hiring practices and equity in decision-making processes received significant attention.</li> <li>• Concerns were raised regarding bias and the influence of hiring managers favoring white candidates. The participants deliberated on the need to prioritize equity while ensuring that qualified candidates, regardless of race, are considered. They emphasized the importance of establishing a culture that promotes equitable hiring practices throughout the organization.</li> <li>• Women feel that language, tone, accent, and way of talking has been held against them</li> <li>• Bias in hiring decisions</li> <li>• Biased Point system</li> <li>• Hiring discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Create a system during the hiring process where new employees can express their interest for ERGs in partnering with professionals across the organization in specific areas of interest.</li> <li>• Update bias videos- make sure hiring managers are reviewing and discussing</li> <li>• Include diverse perspectives in hiring panels</li> <li>• Aggressive training of our hiring Managers and Directors</li> <li>• update bias video</li> <li>• Incorporate cultural competency training and train managers on how to identify their own management strengths to effectively coach/train diverse team members</li> <li>• Improve job posting outreach to ensure diverse and qualified applicants are reached</li> </ul>	<p>Ensure fair and unbiased hiring practices</p>
<b>Accountability for supervisors</b>	<ul style="list-style-type: none"> <li>• Participants emphasized the need for increased accountability, particularly for managers, and expressed frustration with closed-door meetings and a lack of transparency. There was a shared sentiment of inaction and a call for tangible actions to address the identified issues</li> <li>• There is a need for regular reviews of managers, turnover analysis, and internal measurements of progress towards equity goals. Each department should have an Equity, Diversity, and Inclusion (EDI) representative.</li> <li>• Need for guidance on applying equity</li> <li>• Inconsistent leadership practices</li> <li>• Addressing accountability in leadership</li> <li>• There is a call for increased accountability across departments, especially for managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Limit new Managers' authorization to make changes to department staff roles, processes and/or systems until they complete their 6, 9 or 12 months and the appropriate competency training.</li> <li>• Query those affected by the change, listen to them and act!</li> <li>• Make it a mandatory/standard process for changes to an employee's essential roles to be communicated in writing with a reasonable explanation, and that the change must (1) pass an EDI/EEO review for potential disparagement &amp; marginalization impacts to the employee and (2) be approved by HR.</li> <li>• Revamp the leadership program</li> <li>• Ensure consistent and equitable leadership across departments</li> <li>• Learn more about HR's efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure consistent and accountable leadership practices</li> <li>• Measurement of progress</li> </ul>

	<ul style="list-style-type: none"> <li>• Closed-door meetings and a lack of transparency hinder progress</li> </ul>	<ul style="list-style-type: none"> <li>• Need for regular reviews of managers, turnover analysis, and internal measurements of progress towards equity goals</li> <li>• Each department should have an Equity, Diversity, and Inclusion (EDI) representative.</li> <li>• Bring back employee reviews of Managers' performance or some form of accountability review outside of their PREPS (i.e. A Full Equity Review).</li> <li>• Prohibit Manager with poor evaluation ratings of their own performance plans or serious complaints against them from providing the sole rating on employee PREPS.</li> </ul>	
<p><b>Accelerate the rate of change in the organization with support of OEDI</b></p>	<ul style="list-style-type: none"> <li>• Identify further actions to foster belonging. Each department was suggested to have an Equity, Diversity, and Inclusion (EDI) representative-Change Team member. Transparency and effective communication were highlighted as crucial in bridging the gap between administration and employees.</li> <li>• Ensuring WOC voices are heard and prioritized</li> <li>• Attendees want to see more tangible actions. The focus should shift from talk to more implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to have regular listening sessions every 2-3 months. Accelerate pace of change in equity efforts: <ul style="list-style-type: none"> <li>➢ Explore strategies to expedite progress and overcome barriers to change.</li> <li>➢ Encourage accountability and action rather than relying solely on words.</li> </ul> </li> <li>• Foster open discussions on racial equity: <ul style="list-style-type: none"> <li>➢ Create a safe and inclusive environment to discuss difficult racial equity conversations.</li> <li>➢ Share the responsibility of finding solutions for systemic issues, rather than placing the burden solely on people of color.</li> </ul> </li> <li>• Develop comprehensive and personable equity goals: <ul style="list-style-type: none"> <li>➢ Ensure equity goals are meaningful and well thought out, going beyond simply meeting metrics.</li> <li>➢ Involve all departments in setting equity goals and make them visible to staff.</li> </ul> </li> <li>• Address the disconnect between represented and non-represented workers <ul style="list-style-type: none"> <li>➢ Identify and bridge the gaps in opportunities and support for both represented and non-represented workers.</li> <li>➢ Implement measures to provide equal growth opportunities and career advancement for all employees.</li> </ul> </li> </ul>	

**b. Women of Color Assessment Recommendations + Listening Session Analysis**

The tables below provide a comparison of all the Women of Color Assessment Recommendations and their status, as of December 31, 2023, alongside related or overlapping Equity Assessment Recommendations and their status. The purpose of showing all the related actions together, and according to themes that emerged from the June 2023 WoC listening sessions, is to provide a comprehensive view of the actions the Port committed to, is taking action, and where our progress or room for further improvement or investment may be.

<b>WoC Listening Session Feedback: Accelerate the Rate of Change</b>			
<b>Rec #</b>	<b>Recommendation</b>	<b>KPI</b>	<b>Action Progress</b>
<b>WOC 2</b>	EDI assessment has division-level data regarding culture. Begin to look at department and team level data on culture of belonging and antiracism to explore where inconsistencies are greatest.	Use department and team-level data on belonging and anti-racism to explore where inconsistencies are greatest	0%
<b>WOC 3</b>	There is low trust for going to HR/Legal about workplace concerns. Make improvements and increase transparency through report outs, and track level of understanding among employees over a two-year period. Publish annual reports of investigations. Explore alternatives to continuously improve.	Include in process improvement and track understanding of process (proxy measure could be manager accountability or employee engagement). This item overlaps with EA #18 and #20.	100%
<b>EA 18</b>	Workplace Responsibility and Employee Relations continue process improvement and report back in 2022.	Complete Workplace Responsibility process improvement effort	25%
		Report on process improvement efforts to Port employees (Q2 2023)	100%
<b>EA 19</b>	Increase internal communication and clarity about how Workplace Responsibility and Employee Relations processes work, and increase employee knowledge about what the roles of each team are, how they operate, and possible outcomes.	Upon completion of Code of conduct updates and process improvement efforts, provide quarterly communications to all employees	30%
<b>EA 20</b>	Workplace Responsibility and Employee Relations publish an annual report detailing the number of cases, outcomes, follow-ups, demographics, etc.	Publish annual report on Port Workplace Responsibility	100%
<b>WoC Listening Session Feedback: Accountability for Supervisors</b>			
<b>Rec #</b>	<b>Recommendation</b>	<b>KPI</b>	<b>Action Progress</b>
<b>WOC 11</b>	Implement exit surveys as part of the Port's offboarding process for departing employees (separated or retired).	Develop exit survey	100%
		Implement exit survey	100%
		Develop a dashboard showing result trends (data available in July 2023; dashboard available tentatively in Q4)	50%

WoC Listening Session Feedback: Career Advancement Support for Older WoC			
Rec #	Recommendation	KPI	Action Progress
WOC 8	Establish and broadcast pathways for promotion(s) to all Port staff, and especially to women of color. Create a new, transparent process for internal promotions and actively work to disrupt favoritism.	Ensure all positions are visible and available to all Port employees	100%
		Host 6 "position showcase" events through D+D in 2022	100%
		Publish our job vacancy dashboard	25%
WOC 9	Launch a high-quality training and/or leadership program, establish diversity metrics for each cohort (women + WOC targets), and prioritize hiring participants into vacancies first.	Promote LINK leadership to Women of Color	100%
		Track and share LINK program demographics per cohort	50%
WoC Listening Session Feedback: Leadership Development + Promotional Opportunities			
Rec #	Recommendation	KPI	Action Progress
WOC 1	Increase access of represented and shift workers (trainings, ELT meetings, focus groups, etc). includes non-electronic communication.	Communications action plan developed	0%
		Track off-shift activities provided during off-hours	75%
		Track progress on communications action plan implementation	0%
EA 3	Continue communication efforts to make information accessible to all stakeholders, including responding to information needs of specific groups like represented and shift workers and people without computers (ongoing). OEDI develops new communication materials for employees around the Port to use (such as posters, calendars, placards).	Communications action plan developed	0%
		Track off-shift activities provided during off-hours	75%
		Track progress on communications action plan implementation	30%
WOC 7	Institute facilitated communication between leaders and managers to increase accountability and reporting about hiring, promotions, and compensation trends.	Develop a process to incorporate report-out trends regarding hiring, promotions, and compensation	90%
EA 35	Human Resources Department makes salary information accessible and transparent.	Upon conclusion of the compensation and pay equity study, share recommendations and best practices for how this information will be made available	80%
EA 36 / WOC 6	Ensure the pay equity process is transparent and the algorithm for determining pay equity is made public.	Design and complete a Port-wide pay equity analysis	80%
		Determine potential remediation strategies, including special budget for equity adjustments	80%
		Develop a pay equity definition and philosophy that reflects the Port's values	100%
		Human Resources Department will design and implement a new pay program	80%